**Non-Executive Director**

Organisational Strategy | Collaborative Leadership | Sustainability | Customer Experience

An enthusiastic, energising strategic leader with a wealth of Executive and Non-Executive experiences. Jacqui brings a solid background in governance and a talent for creating strategies, translating complex ideas into tangible deliverables and effectively mobilising stakeholder groups. Media trained from a proactive and defensive media perspective; she is a clear and influential communicator who excels at building relationships and articulating her lines of reasoning. Passionate about customer experience and sustainability, viewing these business challenges through a robust commercial lens. At board level, Jacqui is thoroughly prepared and balanced in her approach, pivoting between contributing ideas and attentively listening to understand before responding. She thrives in forward thinking environments with diverse capabilities, excelling at identifying skillsets and capitalising on them in line with board and organisational-wide objectives.

Now ready to further leverage her experience in a Non-Executive Director position, Jacqui would prove valuable to the boards of start-ups driving significant growth that wish to establish a sustainable infrastructure and the wider business environment. More broadly, she would work well with organisations looking to grow, change or transform.

*“In my experience Jacqui has demonstrated a very broad and deep understanding of business and business issues, with an ability to focus clearly on finding and implementing solutions that achieve or exceed the desired outcome. She does this with such a positive and can-do attitude that puts the 'Skip' into the 'Skipton'.”*

**Phil Hughes, Chief Executive Officer at UnifAI Technology**

**Board Appointments**

**Broadacres Housing Association: Board Member and Chair of the Governance Committee 2017 – Now**

*Senior NED, Chair of Governance Committee, Member of Customer Experience Committee.*

* ***Governance:*** *Recruited to work with the organisation to undertake governance work to support actions to rectify a regulatory downgrade to regain top rating for governance compliance.*
* ***Strategy:*** *Work alongside the board and Executive team to develop the strategic direction for the organisation to ensure it is sustainable and fit for the future.*
* ***Executive & Board recruitment:*** *As part of governance compliance, executive team and board renewal was essential. Worked with the organisation and as part of the recruitment panel to create a refreshed senior team with the right structure and governance framework in place to support the organisation’s future.*

**Yorkshire Housing: Non-Executive Board Member 2007 – 2016**

*Chair of Audit & Risk Committee, Chair of Governance Committee, Vice Chair of the Board, and Chair of Remunerations & Nominations Committee.*

* **Executive Recruitment:** Key involvement in the recruitment of a new Chief Executive.
* **Risk Management:** Helped the organisation to develop a group risk appetite statement and developed its risk framework for the organisation.
* **Governance:** As Chair of the Governance Committee, worked closely with the organisation to ensure a strong governance framework was in place.
* **Mergers & Acquisitions:** Acquisition of organisations into the group.

**Craven Housing: Chair of The Board of Directors 2004 – 2007**

* **Organisational Integration:** Throughout tenure as Chair, helped the organisation to merge into the overall Yorkshire Housing brand which strengthened activities in the Craven area.
* **Stakeholder Engagement:** Worked closely with the Board and local councillors to ensure that the best interests of the local area were protected as part of the wider organisation. Supported the creation of a governance framework that would work to ensure the best interests were served.

**Key Areas of Expertise Offered as a Non-Executive Director**

* **Organisational Governance and Viability:** Housing regulator downgraded a client organisation’s viability and governance rating. Joined the board and worked closely with other board members to ensure an appropriate governance framework was in place. Conducted an extensive recruitment programme to acquire the required skillsets to the organisation. Also developed the strategic direction for the future, considering organic and strategic growth. Maintained regular contact with the regulator. Secured a regulatory upgrade from V3G3 (viability/governance) to V1G1 within a 24-month timeframe.
* **Sustainability:** Experienced at the Executive level; developed an organisational sustainability strategy taking account of all ESG factors; working with key stakeholders to identify key areas of focus and identified a suitable framework (SDGs) to create the right level of vision and focus, resulting in impact targets. Delivered launch of the new strategy and the ongoing embedding of sustainability through the fabric of the whole organisation. This resulted in improvements to brand awareness and colleague engagement.
* **Customer Experience:** Experienced at the Executive level in customer empathy management, ensuring customers have a positive experience across every touchpoint with the organisation. Leveraged Executive experience in a Non-Executive Director capacity with a client organisation that recognised a need to improve the experiences of their customers. Introduced them to specialists to provide support in the strategic development phase. Through governance, helped to shape the customer experience committee, through skills-based recruitment. The client organisation now has a strong way of measuring the impact of customer experience on the organisation and a board approved customer experience strategy.
* **Organisational Culture Change:** Sought innovative approaches to create unique value for customers and the organisation. Through critical thinking informed by data, analysis and engagement throughout the organisation, realised the significance of being an empathetic organisation. Implemented a new approach to customer experience around empathy. This now flows through customer and colleague experience in the organisation and has allowed the organisation to create unique aspects of its proposition. The impact of this work can be seen through the accessibility improvement measured through accessibility audits, moving from 17% to 53% in a 12-month period and a 2% improvement in the customer experience, empathy pillar metric which has a positive impact on brand and customer retention. In addition, empathy is tracked through the colleague satisfaction survey and has seen an upward trend in performance over the past 3-years.
* **New Product Development:** Diversified income streams and improve profit margins across a broad spectrum of financial products. Created a new product proposition titled the ‘legacy proposition’, facilities for customers to buy will, funeral plan and power of attorney (i.e. end of life planning). At the time of creation this was a unique offering within the financial services industry. This has increased the performance of revenue streams categorised as ‘other income’ from £5m a year to £13m a year.

**Professional Chronology**

**Skipton Building Society 1996 – 2020**

*Senior Sustainability & Customer Empathy Management 2019 – 2020*

*Senior Retirement & Legacy Proposition Manager 2015 – 2019*

*Senior Legacy Proposition Manager 2014 – 2015*

*Senior Manager, Partnerships 2004 – 2014*

*Investment Operations 1996 – 2004*

**Professional Development, Qualifications, Memberships**

The Open University Business School: MBA, Marketing, Corporate Finance & Creativity, Innovation & Change